

**MANIFESTO
BY PWN GLOBAL ENGAGED MEN**

- 1. I ensure gender-balanced teams and departments***
- 2. I enhance women leadership in my organization***
- 3. I ensure gender-free pay and benefits***
- 4. I ensure the right culture for gender-balance in my organization***
- 5. I ensure to take personal responsibility for gender-balance at work***
- 6. I ensure gender-balanced responsibility at home & social life***

REFERENCE FOR MANIFESTO BY ENGAGED MEN

AT WORK

1. Do I ensure gender-balanced teams and departments?

- 1.1 Do I assign right people to right jobs without gender bias?
- 1.2 Do I support positive discrimination for gender-balance? When faced with a recruitment decision of any genders with similar competence, knowledge and experience, do I discriminate positively the gender with disadvantage?
- 1.3 Do I ensure gender-balanced leadership in team projects?

2 Do I enhance women leadership in my organization?

- 2.1 Do I consciously support existing women role models to promote to higher levels in the organization?
- 2.2 Do I put women on succession planning radars? Do I encourage women to be on the radar?
- 2.3 Do I make sure we track down High Potential women?
- 2.4 Do I positively discriminate for women in training and development investment decisions?
- 2.5 Do I promote mentoring programs for women across the organization?
- 2.6 Do I not only mentor, but also sponsor a woman (by not only providing advice but also by encouraging them to take developmental assignments)?
- 2.7 Do I track down and actively take action to balance my management team in numbers?
- 2.8 Do I consider women for the main functions that will help them to step up to head of organization role rather than considering them only for support functions in order to balance the numbers in management team?

3 Do I ensure gender free pay and benefits?

- 3.1 Do I personally watch out for equal opportunity, equal treatment and equal pay?
- 3.2 Do I provide equal pay to women in my organization? (Without taking into consideration factors such as “her husband makes good money”)
- 3.3 Do I make modern flexible working options available to all genders, where applicable?
- 3.4 Am I aware of the needs of all genders arising at critical times, such as pregnancy, maternity, childcare, elder care, marriage, honeymoon, holidays, parent-teacher meetings etc., and do I make sure our processes are not gender biased?

4 Do I ensure the right culture for gender-balance in my organizations?

- 4.1 Both for critical positions and gender-balance championships, do I promote the right candidates who have already had enough sensitivity and awareness on gender-balance? Is there any criterion or behavioral checklist showing that these leaders have already demonstrated gender-balanced leadership behaviors, before they are promoted to critical roles?
- 4.2 Do I make a point of asking women what they experience at work to find out what is holding us back in gender-balanced leadership and to constantly improve?
- 4.3 Do I make sure that share of voice of women is increasing in the organization?
- 4.4 Do I help establish women networks in the organization, if necessary?
- 4.5 Do I check if I am unconsciously biased towards any one gender for specific positions or jobs in our recruitment and promotion processes? To avoid such situation do I make a conscious and special effort to provide a gender-balanced candidate pool? Do I raise a flag when I see the opposite being practiced? Do I check my own assumptions and alert others to the assumptions they make?
- 4.6 Do I make sure that Human Resources department designs and publishes gender-balanced job descriptions and make the roles more open to gender diversity?
- 4.7 Do I have a non-gender biased focus on performance?
- 4.8 Do I stick to our decisions, even when it is inconvenient, e.g. pregnant hiring?
- 4.9 Do I make a distinct note in our leadership interactions that gender-balanced, diverse teams generate better and more accurate results?

- 4.10 Do I make “gender-balanced leadership” an agenda item of top management meetings? Do I encourage top management to do so? Do I constantly promote the issue so that it always stays at the top of the agenda?
 - 4.11 When faced with situations where one gender is dominant above all, do I significantly notice it and question it?
 - 4.12 Do I show interest in gender diversity meetings, panels, etc.? Do I make sure that women experts are also represented in panels?
 - 4.13 Do I encourage gender diverse social gatherings in corporate environments where men and women hang out together?
 - 4.14 Do I monitor meetings closely to avoid a potential gender bias? Do I think about ways to ensure that women are being heard and create awareness about the fact that women might express themselves differently from men?
 - 4.15 Do I correct the everyday language? Do I watch for and put effort to stop sexist language and behavior? Do I monitor how others and I speak to and about women? Do I check which metaphors are used and if inappropriate? Do I reflect on alternative language that could be used?
- 5 Do I take personal responsibility for gender-balance at work?**
- 5.1 Do I pay conscious attention in order not to become unintentionally biased? Am I aware of my own unconscious biases?
 - 5.2 Do I act as a role model of “gender-balance” behavior and do I lead by example?
 - 5.3 Do I take visible responsibility for gender-balance and to ensure equal conditions?
 - 5.4 Do I freely and openly talk about my outside work commitments such as dropping kids at school, attending a parent - teachers meeting and the like without feeling the need of hiding them?
 - 5.5 Do I avoid “locker room” type of talk?
 - 5.6 Do I treat women as “equals” instead of being “protective” of them?
 - 5.7 Do I consider supporting a non-profit organization working on Women Leadership and/or Gender-balanced Leadership?
 - 5.8 Do I draw my company’s attention to support non-governmental organizations that promote Women Leadership and/or Gender-balanced Leadership agenda?

AT HOME & SOCIAL LIFE

- 6 Do I ensure gender-balanced responsibility at home & social life?**
- 6.1 Do I take my fair share in care of children?
 - 6.2 Do I raise my children without gender bias?
 - 6.3 Instead of “supporting” in house chores, do I share responsibilities and tasks at home in a gender-balanced way and communicate accordingly?
 - 6.4 Do I ensure that there are no gender biased role assignments to the kids, such as washing the dishes, emptying the trash, doing the laundry, shopping, cooking, setting the table?
 - 6.5 Do I use a non-gender-biased language at home to avoid expressions such as “my little girl” versus “my big boy”?
 - 6.6 Do I notice gender biased practices at schools and as a parent do I warn the school for such gender biased activities?
 - 6.7 Do I establish joint decision-making mechanisms with my wife for decisions concerning the family?
 - 6.8 Do I encourage my wife to work?
 - 6.9 Do I act as a role model of gender-balance to my children?
 - 6.10 Do I consider extending my paternity leave by using annual leave or leave without pay, when it is too short (and/ if my wife has to go back to work)
 - 6.11 Do I make sure that I invite not only men, but also women to social gatherings and that we have mixed conversations and mixed seating arrangements?
 - 6.12 Do I cook at home?

To achieve a gender-balanced workplace and social life, I will ask these questions and fulfill them as appropriate and stimulate others to do the same.

Name Surname:

Signature:

Date: